



APPLICATION FOR DURHAM CITY COUNCIL AT-LARGE VACANCY

ETHNIC BACKGROUND

Gender

Are you at least 21 years of age?

Black/African American

Female

Yes

Name of any City of Durham Board/Commission/Committee that you are serving on at the present time:

None

Date Term Expires: Not Applicable

NAME: Shelia Ann Huggins

SPOUSE'S NAME: John Kirby

HOME ADDRESS 2408 Tampa Avenue

Durham

NC

27705

HOME PHONE NO: 919-612-6315

STREET

CITY

STATE

ZIP

EMAIL ADDRESS sheliah@sheliahugginslaw.com

OCCUPATION Attorney

PLACE OF BUSINESS: 2408 Tampa Avenue, Durham, NC 27705

BUSINESS ADDRESS: 2408 Tampa Avenue, Durham, NC 27705

STREET

CITY

STATE

ZIP

BUSINESS PHONE: 919-612-6315

Do you live within the corporate city limits?

Yes

Are you a registered voter in the City of Durham?

Yes

EDUCATION: JD (UNC-Chapel Hill)
MPA (NCSU)
BS (NCS)

Based on your qualifications and experiences, briefly describe why your service on the Durham City Council would be beneficial to the City of Durham

See attachment A: Qualifications and Experience

Other information you consider pertinent: (i.e., Civic memberships, related experience, etc.)

See my attached resume.

PROPERTY TAX LISTING MUST BE CURRENT. CITY AND COUNTY TAXES MUST NOT REFLECT ANY DELINQUENCY AT THE TIME OF SUBMISSION OF THE APPLICATION.

APPLICATION WILL BE RELEASED TO THE PUBLIC UPON REQUEST

DEADLINE FOR RECEIVING APPLICATION: FRIDAY MARCH 25, 2022 at 5:00 P.M.

Date: 03/23/2022

Applicant's Signature



Return Application to:
City Clerk's Office City of Durham
101 City Hall Plaza - Suite 2700
Durham, NC 27701
Phone: (919) 560-4166
Email To: city.clerk@durhamnc.gov

APPLICATION FOR DURHAM CITY COUNCIL VACANCY ATTACHMENT A

My service on the Durham City Council would be beneficial because I possess 1) almost nine years of direct municipal government experience; 2) a history of service, leadership, and commitment to my community; and 3) an educational background that includes a law degree and a Master's of Public Administration degree.

During my tenure with the City, I was the real estate manager in the General Services Department, assistant director for community engagement in Neighborhood Improvement Services, and senior administration manager in the Office of Economic and Workforce Development. As a result, I gained significant hands-on experience directing the City's budget process at the departmental level, managing the strategic planning process, responding to residents' concerns, and providing training opportunities for staff. I understand the challenges that the City faces as it grows and tries to provide quality and efficient services with limited resources, especially during this time of crisis.

My knowledge of City operations provides me with the ability to comprehensively analyze the challenges that council members are asked to consider. During my employment with the City of Durham, I worked on complex issues relating to environmental contamination, construction project management, transportation, and real estate. In 2012, I presented at the Transforming Local Governments Conference in Kansas, Missouri, where I spoke about the Northeast Central Durham Livability Initiative and how we worked with residents to improve service delivery through community engagement. I completed the City's Management Academy and the Culture of Service Certification Program and worked with our community engagement team on projects such as Play Streets, National Night Out, and the Humphrey Street Beautification Project.

In addition to my City of Durham employment, my professional experience as a business law attorney and former environmental chemist provides a unique opportunity for the residents of Durham to have someone with a well-established understanding of environmental issues and a commitment to helping small businesses. While in law school, I took classes in land use, property law, and real estate finance. My independent research project centered on the history of African-American land ownership and the business loan practices of the Farmer's Home Administration that led to the agency being called "the last plantation." I'm a former real estate broker, and I've served on the NCCU School of Business Board of Visitors and the Alamance Community College Small Business Center Board of Advisors. This knowledge and experience will be informative as we work on housing and development issues.

I'm thankful for the service of former Council Member Charlie Reece and his service on the various City committees on which he served. And while I understand that committee assignments change, I believe that my professional and community experience will provide continuity to those committees, especially Council Procedures, NECD Subcommittee, Council Legislative Committee, and the Recreation Advisory Committee.

I grew up in a family with a history of service to the community. My father served six terms on the Greenville City Council, and my mother is currently serving on the Pitt County Board of Commissioners. I understand the commitment required of a public servant, and through my work at the local, state, and national levels, I have supported candidates and organizations that I believe share that same commitment. I have worked to build relationships across geographic boundaries, among various organizations, and with people of diverse backgrounds, because I truly believe that we are stronger together.

Given the many challenges facing us, I believe that my experience, education, and commitment would be beneficial in helping our residents, businesses, and our community.



DURHAM CITY COUNCIL WARD 3 VACANCY CANDIDATE QUESTIONNAIRE

Candidate Name: Shelia Ann Huggins

Please complete questions in the space provided below or on a separate sheet of paper. Return your completed questionnaire to the City Clerk's Office via email to city.clerk@durhamnc.gov

1. Why do you want to serve on City Council and what strengths would you bring to Council? (Limit answer to 400 words or less)

I want to serve because I believe we are in a crisis moment, and our city must have leadership in place that understands what's at stake. I want to serve because I'm committed to using my experience as a former City employee and my legal and public administration education to help guide the development of our budget during this time of economic, mental, and community stress.

I want to serve because I can help build bridges and coalitions both on the Council and off, and I plan to do all of these with the following strengths:

- My comprehensive understanding of City of Durham operations, including budgeting, contract development and administration, strategic planning, personnel development and management, community engagement, and real estate construction and development
- My ability to connect and communicate with people of diverse backgrounds, ideological beliefs, and those with different strategies for working on the challenges facing our community
- My ability to adapt efficiently and effectively to changing environments

Huggins 3

- My understanding of the challenges that employees are faced with, such as limited financial resources, unrealistic deadlines, and stressful workloads

During my City of Durham employment, I was recognized as a Culture of Service Champion, received S.T.A.R. awards for leadership and teamwork, and completed the City's Management Academy. But my experience, strengths, and ideas are nothing without a team-based approach to implementation. As a member of the City Council, I will be committed to serving all of Durham's residents. I understand the challenges our City Council members will be tasked with resolving, and I will draw on my experiences and desire to help us build the Durham of the future. I pledge to listen to all voices, to challenge traditional assumptions used during decision-making processes, and to set high expectations for myself and our community partners. With my experience, commitment, and leadership, and by working together, we can tackle the challenges we're facing and build a better Durham for every resident.

2. What is your time availability to serve on City Council, including serving on Council Subcommittees, and making yourself available for public gatherings? (Limit answer to 400 words or less)

Not only am I available for City Council meetings, I am looking forward to City Council, Council Subcommittee, community, and organizational meetings. I work primarily in the digital space and have significant scheduling flexibility and limited travel obligations. I understand the requirements of public service because both of my parents have held elective office. I know first-hand how important it is to make myself available for our residents and community partners.

I have decades of experience working as an activist, supporting candidates running for office, registering people to vote, and speaking to groups across the state. Consequently, I have already shown that I am committed to

community engagement, and I am available to support all of our residents in any way that I can.

My service in the political arena spans decades and includes service in Durham and Wake counties, at the state level, and at the national level, where I was recently appointed to serve on the executive committee of the Democratic National Committee's Black Caucus. I have met with residents of our community about issues they have concerns about and with women in our community who want to lead a life of public service. I've used social media to educate voters about judges, state constitutional amendments, and candidates running for office. I'm at ease attending gatherings in-person and in a digital setting.

I understand the responsibilities of the job and commit to serving the residents of Durham to the best of my abilities. Showing up and participating is not new to me.

3. Describe your perspective on each of the following issues (Limit answers to 300 words or less):

a. Housing:

We must focus on increasing economic opportunity for our residents and developing innovative affordability initiatives that accomplish the goals we need them to accomplish. As a former real estate broker and member of the Durham Regional Association of Realtors, I understand that these go hand-in-hand.

Most people can't purchase a home without a source of income. Therefore, we need to focus on job creation, training, and stability. We need to 1) support our partners who provide mental and social health programs so that people are ready for job training programs; 2) evaluate our training programs to make certain that they are based on market needs for the future, they provide more than a livable wage, and they provide an opportunity for our residents to develop a career path; 3) support entrepreneurship programs that increase the

ability of our residents to start businesses; and 4) work with local employers to find innovative ways to increase employees' wages and benefits.

Strategies for housing affordability must address both rental and owned properties. We need to continue to partner with community organizations, such as Habitat for Humanity, Self Help, and Housing for New Hope, and expand that list of organizations. We need to use green-building technologies that can decrease the cost of housing and build upon the City initiatives we've already developed, such as our landlord workshops. Being mindful of the potential for gentrification, we need to also address the issues with landlords who allow property deterioration and continue to set aside city funds for housing renovation and reinvestment, when possible.

Although the City has a dedicated housing fund to support affordable housing and has used City property for affordable housing, this is not sufficient. We must consider other options, such as micro-housing and cooperatives; review how we provide density bonuses; and conduct a comprehensive review of our UDO.

b. Public safety and policing strategies:

As I listen to residents, I hear these primary concerns: 1) the need to support members of law enforcement who work to build relationships with residents and who follow police protocols, 2) the need to reduce crime, 3) the need to examine the budget and, where appropriate, make adjustments to incorporate more funding for community programs, and 4) the need to re-build our public safety system so that it no longer targets Blacks, the poor, and communities of color. Most people are supportive of law enforcement participation in Partners Against Crime (PAC), National Night Out (NNO), and many other community events in which officers participate. However, they believe that there needs to be more training on de-escalating conflicts, more transparency around use of force, and more accountability from law enforcement management. I believe that these concerns should be addressed.

While I was chair of the Friends of Durham, I moderated a panel on public safety that included our Sheriff, the Police Chief at that time, and also community members. Since then, I've worked with a statewide Democratic Party affiliated organization to develop public safety and policing reform recommendations that not only included law enforcement, but also included the judicial system. This work resulted in the organization being nominated for an award.

I've attended community Zooms and events focusing on public safety and reform, and I recently had an opportunity to speak with our new Police Chief at an organizational meeting. I believe we must continue to have these conversations in order to improve relationships and service to the community.

In working on ways to decrease non-violent crimes and crimes of poverty, my belief is that we have to commit to funding and supporting community-based programs and economic opportunities that will help our at-risk community. And finally, as elected officials, we must also encourage our state and congressional elected officials to advocate for legislative changes that will improve the economic status of our residents.

c. Development and land use:

The City's goal for development and land use should be to provide a framework for growth that is sustainable and equitable across the city. This framework should be based on using tools such as our Unified Development Ordinance, planning process, and input from residents and other community stakeholders. The City should also be concerned about the impact of growth on our environment, traffic, quality of life, job creation, and future development prospects. And most importantly, we should all be concerned about land affordability and the lack of housing available in our city.

During law school, I took courses in land use, real property, and real estate finance. As a real estate broker, I represented residents who were trying to buy homes, and then later, I served as the City's real estate manager. In that

capacity, I oversaw the selling, leasing, and purchasing of property; managed five real estate brokers, and handled the division's budget. I was also tasked with 1) handling the proposal process for the sale of 102 Morris Street in downtown Durham, which included environmental, historic preservation, tenancy, and parking considerations; and 2) managing the \$612,000 bond-funded stabilization project at Hayti Heritage Center. In other words, I have on-the-ground experience when it comes to the practical side of land use, redevelopment, and construction.

While I worked for the City of Durham, I participated in Reality Check, an Urban Land Institute event that included about 300 stakeholders from across the larger Triangle region. The goal was to make projections regarding job opportunities and growth while taking into account transportation, institutions, and challenges facing the region. That exercise has continued to inform my decision-making process regarding development and land use.

I have attended neighborhood meetings about new development projects, and I am fully aware of the challenges regarding how we talk about growth and how we want that growth to occur. Therefore, I believe that we need to consider approaching development and land use from two angles, one that deals with a comprehensive review of how we review development projects and one that deals with introducing and using more effective community engagement techniques that allow us to come together productively to discuss our development concerns.

d. Inclusion and race equity:

We can continue to work on inclusion and race equity by 1) pushing back against legislation that does not support our values and that curtails or eliminates the rights of our City's residents; 2) remaining active and engaged throughout the community by attending and participating in forums and community meetings; 3) making certain that our City's policies and procedures protect all of the City's residents against discrimination, inequitable treatment,

and harassment; 4) incorporating race equity and implicit bias reduction strategies and training into the City's decision-making processes in a comprehensive manner; 5) funding programs that support people of color and the non-profits in our community that are run by people of color, 6) reversing the trend of disinvestment by local government that has occurred in our communities of color by engaging in active progressive investment that is led by the people of color in those communities; and 7) creating and fostering an employment environment where City employees feel liberated and safe to discuss social justice issues that impact how City functions are carried out.

In law school, I studied anti-discrimination and interned with Land Loss Prevention Project, where I handled discrimination appeals for black farmers. That experience left me with considerable knowledge about the impact of economic and racial discrimination and the legacy of those impacts on families and communities. I believe that inclusion and race equity are important components for the success of every community and that we must continue to improve on the successes we've had and expand opportunities for all of our residents, especially those who have been historically disadvantaged and marginalized.

e. Economic development:

The economy of any city is dictated to a large extent by its labor force. The ability to obtain a job and to gain career stability is vital to reducing the City's poverty and crime rates. This means that we have to actively 1) support our community partners who provide mental and social health programs so that people are ready for job training programs; 2) support job training programs that are based on job market needs for the future, that provide more than a livable wage, and that provide an opportunity for our residents to develop a career path; and 3) develop a cross-departmental entrepreneurship team that works directly with local businesses and community organizations to increase the number and success of new businesses that are owned by people of color.

Regarding entrepreneurship, we must support programs that increase the ability of our residents to start businesses. This does not necessarily require the City to administer entrepreneurship programs, but the City should continue to partner with organizations that can help provide entrepreneurship training to residents. For example, the City's Durham Business 360 program provides a wealth of resources for anyone wanting to start or grow their existing business.

As a business law attorney, I've worked with over a hundred business owners across the state, both new business owners and those who have operated their businesses for decades. I've provided services to local community colleges, as a business advisor and workshop service provider. I have given presentations online and at events in Durham, Raleigh, and Greensboro, and I've sat on three pitch panels to interview business owners and give away grants for them to operate their businesses. I understand the challenges that business owners face, and I will work to support and grow our business community, especially our home-grown business community.

f. Open space and trails, and environmental policy:

Like many residents of Durham, my family has enjoyed the City's public amenities, the tree-lined streets, and the ease at which we can walk or bike in our neighborhood. I appreciate being able to walk out my door to go for a run, and my husband likes riding his bike on the weekends. Our daughter grew up playing at Oval Park and on the City's soccer fields. Having access to these amenities has been a necessity for our family, and I believe that all of our residents should have access to amenities such as trails and parks.

I have a strong background in the sciences, which includes a master's of public administration with a specialization in environmental policy. My experience includes working in a laboratory setting, where I 1) conducted lead testing on consumer products and paint samples, 2) worked in an organic chemistry lab testing water for petroleum contamination and assisting with pesticide analysis, and 3) tested air and water samples for radiation in a radiochemistry lab. For

almost two years, I worked as an environmental chemist for the State of North Carolina and provided regulatory interpretations of federal environmental rules to businesses across the state. In that position, I moderated a panel at the NC Site Monitoring, Assessment, and Remediation Technology Expo and worked on an internal environmental education team to develop an environmental education handbook for teachers.

To be able to walk, bike, and play is essential to maintaining a healthy lifestyle, and our City must continue to provide amenities that support that lifestyle. The difficulties are in paying for those amenities, determining where they fall on our list of priorities, and making sure that access to those amenities isn't solely determined by how much money you have.

This means that policy decisions take into account the legacy of racial inequity throughout our city, from the disparity between the tree canopy in predominantly white versus predominantly black neighborhoods to the years of disinvestment in facilities and other amenities in communities of color. Longtime black residents can easily recall the years-long battles to obtain funding for the Walltown Recreation Center, for example. We must make certain that the allocation of public amenities and the environmental policy decisions being made consider not just current disparities in allocation but that they also take into account past inequitable allocations.

g. Public infrastructure and City services:

I believe that the top three infrastructure challenges confronting our city are 1) the maintenance, repair, and development of our transportation corridors, 2) the maintenance and repair needs of our city facilities, and 3) the combined challenges of focusing on meeting the infrastructure needs resulting from growth that is being experienced throughout our city with meeting the infrastructure needs in our communities of color as a result of disinvestment. The work that we do in these areas is limited by our budget, the number of employees working on these projects, and the time that it takes to carry out our

plans to address these challenges. I believe that although the City's departments have prioritized the work that is being done in these areas, we need to continually evaluate how well we are performing and meeting these challenges. As a member of the City Council, I will work closely with the City Manager to confront these issues through our strategic planning process and our budget.

**4. What are your top three priorities for the City over the next 5 years?
(Limit answer to 400 words or less)**

First, job accessibility is one of the most pressing issues facing our city. It impacts our ability to provide housing, health care, and financial support for our families.

- For adults, I would focus on developing more partnerships with local businesses to identify the skills and experiences that local employers need the most. We can do this by expanding the use of our business contacts already partnering with us on the Workforce Development Board and increasing our collaborations with local job training centers to provide more advanced skill development and training programs.
- For youth, I would work to increase the number of opportunities for jobs provided to youth through the City's YouthWork Internship Program, a program that I participated in as a City employee by interviewing youth candidates for employment. I would also develop better relationships among resource groups in our community and find ways to build upon the activities that they are already providing to our youth. Sometimes we can do more by supporting others who are in the community already doing the work.

Second, equitable development is another pressing issue facing our city. This includes residential and commercial development, housing affordability, gentrification, and the underinvestment in minority neighborhoods.

Some of the ways that I will work to help tackle these issues include the following:

- Engaging more with residents about what they want to see in their neighborhoods and finding more ways to incorporate community input
- Continuing to support and expand tax relief programs, programs to redevelop underdeveloped properties, and ways to increase affordable housing units
- Revisiting our Comprehensive Plan and UDO to look for ways to work on equitable development
- Supporting the development of home-grown cooperatives and businesses that can invest in the purchasing of land

Finally, poverty remains a challenge, and I believe it is our most pressing issue. We need to focus more on job training, creation, and stability. Our residents should be able to take full advantage of opportunities at Durham Tech and vocational training programs offered in the community. Although we have the City's recent development of durhambusiness360.com and COVID business grant support, we can always improve on building and supporting small business owners, especially minority-owned businesses. I will work with small business owners to find ways that the City can support them throughout their existence, not only during times of a pandemic.

5. If appointed, what do you envision being your sources of information for reaching an informed decision? (Limit answer to 400 words or less)

I will include a variety of sources in my decision-making process. First, and foremost, I believe that hearing from the residents, business owners, and constituent organizations in Durham has to be a top priority. City employees are also able to provide valuable information about resource availability, legal requirements, and possible innovations available in their areas of expertise. Because I have been involved in the political community for decades, I have established relationships with other municipal elected officials in and outside of North Carolina. Those relationships provide an opportunity to learn more about

how other communities are tackling challenges relating to growth and economic disparities.

In addition, there are numerous organizations such as the North Carolina League of Municipalities and the National League of Cities, magazines such as *Governing* and *American City and County*, and educational institutions in our area like the UNC-CH School of Government that I will also rely on.

Finally, while I do have knowledge of City operations and public administration, I value the institutional knowledge and experience that the current Council members have. I believe that they will be instrumental in assisting me in my decision-making process.

6. Detail your current civic engagement and other related experience. (Limit answer to 400 words or less)

Memberships/Associations

- Member, 16th Judicial District Bar Association
- Member, George White Bar Association
- Co-chair & Former Chair, Friends of Durham
- Member, Durham Committee on the Affairs of Black People
- Member, People's Alliance
- Former Member, Alamance Community College Small Business Center Board of Advisors
- Former Member, NCCU School of Business Board of Visitors
- Former Member, Durham Regional Association of Realtors

Political Background

- Member, Democratic National Committee (DNC)
- Member, DNC Women's Caucus, Poverty Council, Black Caucus, & Southern Caucus
- Member, NC Democratic Party (NCDP) Executive Council & State Executive Committee

- Member, NCDP Progressive Caucus and Black Caucus
- Member, Durham County African–American Caucus
- Former Member, Durham County Democratic Women
- Former Chair and Vice–Chair, Durham County Democratic Party Precinct 4
- Former Durham County Representative, 4th District Executive Committee
- Former Secretary, NCDP African–American Caucus
- Delegate, 2004 Democratic National Convention
- Former Third Vice–Chair, Wake County Democratic Party
- Former Chair, Wake County Democratic Party Precinct 4
- Former Member, Wake County Young Democrats

7. Other pertinent information. (Limit answer to 400 words or less)

At the beginning of my campaign for the Ward 3 seat on the City Council in 2017, I wrote a personal manifesto that I felt captured the spirit of what I loved about Durham and why I was running. I also wanted to run a campaign that treated everyone with respect, a campaign that would provide opportunities for all of us to thoughtfully consider strategies for solving the challenges that face us. When I spoke to residents, I frequently mentioned my parents’ public service, my professional experience as a City of Durham employee, and my leadership background, because I know that experience, leadership, and commitment are assets and values that we need on our City Council.

I learned a lot during that campaign, and I met a lot of great people. I received over 12,000 votes and won in the Kids Voting election. I have spoken to youth and to residents in our city who don’t have the right to vote, and I know this...that in order for our city to be true to our values, we must work together.

So now it’s 2022, and I’m sharing this manifesto with you again. I look forward to serving the residents of Durham as an at–large member of the Durham City Council.

Durham is a city with a deep-rooted cultural history and presence that makes us proud. It is filled with leaders who embody the values of social justice and who advocate for understanding, inclusiveness, and a vision for tomorrow that embraces all of its residents. As Durham continues to grow and prosper, we must fight to hold onto these values and to support those who work every day to make Durham the leader among leaders.

SHELIA A. HUGGINS
2408 Tampa Avenue, Durham, NC 27705
919-612-6315

CORE COMPETENCIES

- Legal Analysis • Public Policy Analysis • Strategic Planning • Program Performance Measurement & Assessment • Communication: Presentation, Outreach, & Facilitation • State & Local Government Administration & Policy • Legal Research • Public Speaking • Budget Forecasting & Management • Community Engagement • Social Media

EDUCATION

Juris Doctor

University of North Carolina at Chapel Hill, Chapel Hill, NC

- Member, Holderness Moot Court Invitational Team
- Participant, 2002 John Gibbons Seton Hall School of Law Moot Court Competition
- Team Winner, 1999 Trial Law Academy Mock Trial
- Round One and Semi-Final Round Best Attorney, 1999 Trial Law Academy Mock Trial

Master of Public Administration

North Carolina State University, Raleigh, NC

- Specialization, Environmental Policy and Management (no longer offered)
- Member, Pi Alpha Alpha National Honor Society

Bachelor of Science

North Carolina State University, Raleigh, NC

- Major, Biological Sciences
- Specialization, Microbiology
- Minor, Genetics

SHELIA A. HUGGINS
2408 Tampa Avenue, Durham, NC 27705
919-612-6315

PROFESSIONAL EXPERIENCE

CURRENT

Attorney

Shelia A. Huggins, PLLC, Durham, NC

PREVIOUS

Sr. Administration Manager

Office of Economic and Workforce Development, City of Durham, Durham, NC

- Provided leadership and operational management to support workforce and economic development portfolio projects
- Led the planning process for the department's \$3 million-plus budget and functioned as the go-to person for the department's day-to-day operations
- Managed the departmental strategic planning process
- Managed and analyzed the department's performance measures
- Managed the construction build-out and budget of the department's leased space
- Supervised the administration division staff

Assistant Director for Community Engagement

Neighborhood Improvement Services, City of Durham, Durham, NC

- Developed and coordinated departmental and project partnerships. Partners included the following: NC Commerce Department, US EPA, NC DENR, Habitat for Humanity, UNC-CH School of Journalism and Mass Communication, NCCU, NCSU, El Centro, and a number of neighborhood and community associations
- Oversaw grant application and management processes for community engagement activities, including management of the NC Sustainability Task Force grant
- Directed the development of the Neighborhood Vitality Index, a web-based application designed to provide information on seven data dimensions and enhance decision-making
- Directed all community engagement & human relations team projects, including the following:

- Events such as the annual Women's History Month Forum, Fair Housing Month activities, and Human Relations banquet
- Creation of the Durham Innovation and Design Center, a grant-funded project dedicated to the education and training of residents about urban design and its relationship to people and neighborhoods
- Support for the Human Relations Commission, Hispanic-Latino Inclusion Initiative, Northeast Central Durham Leadership Council, and all five of the City's Partners Against Crime districts
- Supervised staff, provided training and coaching, conducted staff meetings, administered annual performance evaluations, collaborated on independent employee development plans, and developed performance standards

Division Manager for Real Estate

General Services, City of Durham, Durham, NC

- Developed and administered the annual personnel and operating budget, projected annual revenue for the division, and implemented budget reduction plans
- Wrote and reviewed agenda memos for presentation to the City Manager and City Council and represented the division/department at City Council work sessions and meetings
- Served on inter-departmental project and review teams including RFP review teams for economic development grant awards, community and commercial redevelopment proposals, risk analysis, and master facility space plan development
- Participated in community meetings involving projects for several city departments including Transportation, Parks and Recreation, City-County Planning, Public Works, and Water Management
- Supervised a division of 7 employees, provided training and coaching, conducted staff meetings, administered annual performance evaluations, collaborated on independent employee development plans, and wrote performance standards
- Assigned and supervised the work of the real estate staff in performing property inspections, appraisals, negotiations, acquisitions, dispositions, leasing, and property management of real property for community development, economic development, and other municipal projects
- Directed major preservation and redevelopment projects including projects involving non-profits, private businesses, and other non-governmental institutions.

Operations and Evaluation Administrator

General Services, City of Durham, Durham, North Carolina

- Drafted and reviewed contract language for development agreements, management agreements, purchases and leases, public-private partnerships, settlement agreements and inter-local agreements
- Served on the Downtown Development Team by providing planning assistance on development projects including the renovation and/or construction of the Durham Performing Arts Center, Durham Station Transportation Center, Durham Athletic Park, and Greenfire Development Phase II
- Functioned as the contact for the remediation of the Former Durham Area Transit Authority Site/Durham Performing Arts Center and managed the environmental escrow account for the remediation of the Durham Station site
- Handled special projects assigned by the department director including: environmental contamination and remediation projects, relocation analysis and mediation evaluation, long-term parking contracts, and Facility Use Permits for the annual Beer and Blues Festivals
- Wrote agenda memos for presentation to the City Manager and City Council and represented the department at City Council work sessions and meetings

Attorney

Shelia A. Huggins, Attorney, Durham, NC

- Developed business contracts and legal documents for a variety of transactional matters including corporate formation, bylaws, and agreements, business purchase and sale agreements, and general business representation
- Provided consultation services to residential and commercial clients regarding environmental issues relating to land sales and development, including underground storage tanks, trust fund applications, penalty negotiations, and property remediation
- Represented clients on real estate and construction matters including estate property sales, residential and commercial investment acquisitions, and redevelopment.

Legal Intern

Land Loss Prevention Project, Durham, NC

- Drafted appeals for farmers seeking remedies under a consent agreement with the US Department of Agriculture
- Worked independently on assigned projects, interviewed firm clients, and researched legal issues

Environmental Chemist

NC Department of Environmental Quality (formerly DENR), Raleigh, NC

- Wrote regulatory interpretations of federal environmental rules and provided technical assistance to industries and businesses throughout the state of North Carolina
- Reviewed and wrote environmental policy statements and updated the department's Hazardous Waste Policy Manual and Guidance Handbook.
- Served on task teams designed to research and promote policy changes within the department, including environmental education and environmental justice
- Facilitated, as a member of the department's FOXnet facilitation team, departmental meetings in order to increase effectiveness and efficiency

Chemistry Technician

NC State Laboratory of Public Health, Raleigh, NC

- Performed tests for the detection of radiation in air and water samples
- Conducted atomic absorption analysis for the detection of lead
- Analyzed samples for petroleum products
- Assisted with sample preparation for pesticide analysis